

# MONUMENT FIRE DISTRICT

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## 2026 ANNUAL BUDGET

*Serving with Character, Connection, & Commitment*

## MONUMENT FIRE DISTRICT

16055 Old Forest Point, Suite #102

Monument, CO 80132

(719) 484-0911

[www.monumentfire.org](http://www.monumentfire.org)

*Proudly serving the Tri-Lakes Region*



Mark Gunderman, President

Dr. John Hildebrandt, Vice President

Thomas Kelly, Treasurer

Tim Deleon, Director

Duane Garrett, Secretary

Randall Estes, Director

Andre Mouton, Director

### BUDGET MESSAGE

(Pursuant to 29-1-103(1)(e), C.R.S.)

The attached 2026 Budget for the Tri-Lakes Monument Fire Protection District (DBA Monument Fire District) includes these important highlights:

- Continue to attract and retain the highest quality employees through a competitive salary and benefits package:
  - Cost of living adjustment – 2.5%
  - Increase to the district's matching 457 plan – 1% (2% to 3%)
- Continue the district's capital improvement plan, including Fire Station 3, the administrative offices, and the training center property as determined by the 10-year capital facilities plan.
- Continue to purchase apparatus as determined by the 10-year capital fleet plan.
- Continue to upgrade tools, equipment, and personal protective equipment to provide our firefighters with state-of-the-art technology as determined by the 10-year equipment replacement plan.

(\* "important features" are not defined in statute; however, essential features of the budget would include starting/ending a service; increases or decreases in levels of services, increases/decreases to revenues (taxes/rates) and/or expenditures; acquisition of new equipment; start or end of a capital project, etc.).

The budgetary basis of accounting timing measurement method used is:

☐ Cash basis

☒ Modified accrual basis

☐ Encumbrance basis

☐ Accrual

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The services to be provided/delivered during the budget year are the following:

- Delivery of structural and wildland fire protection services
- Delivery of emergency medical services, including patient transport
- Search and rescue services
- Hazardous materials response
- Provision of fire prevention services, including:
  - Public education in fire prevention, first aid, and CPR
  - Property mitigation
  - Development review and assistance
  - Mutual aid assistance to surrounding communities

Debt Service	Balance (1/1/2026)	Payment	Pay Off Date
Engines (3)	\$2,174,193	\$390,207	07/28/2032
Tower	\$1,174,830	\$152,009	02/25/2035
Fire Station 3	\$0	\$1,383,936	06/01/2035

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Andy Kovacs, Fire Chief

**2026 BUDGET SCHEDULE**

Budget forms provided	May 12, 2025
Budget Manager/Coordinator Meetings	June 1 – August 1, 2025
All budget requests completed	August 8, 2025
Revenue numbers received	By August 25, 2025
Budget Manager/Coordinator Meetings	TBD
Executive Team budget review	September 1, 2025
Revisions (as needed) completed	September 2025
Proposed budget to the Board of Directors	September 2025
1 <sup>st</sup> Budget presentation to the Board of Directors	September 24, 2025
2 <sup>nd</sup> Budget presentation to the Board of Directors	October 22, 2025
Budget adoption by the Board of Directors	November 12, 2025
Budget due to the state of Colorado	December 15, 2025

# MONUMENT FIRE DISTRICT 2026 BUDGET SUMMARY

	Actual 2024	Budget 2025	Proposed 2026
<b>REVENUE</b>			
Total 410000 - REVENUE - TAX RECIEPTS	18,054,202	19,725,345	20,416,530
Total 420000 -REVENUE - OPERATING	6,569,172	1,869,618	1,677,500
Total 440000 - REVENUE INTEREST	130,620	127,220	259,000
Total 460000 -REVENUE - SALE OF ASSETS	477,056	0	1,260,000
Total 490000 - REVENUE - MISCELLANEOUS	469,491	18,671,000	745,000
<b>TOTAL REVENUE</b>	<b>25,700,540</b>	<b>40,393,183</b>	<b>24,358,030</b>
<b>EXPENSES</b>			
<b>Expenses - Operations</b>			
Total 510000 - ADMINISTRATION	834,929	1,234,256	1,453,806
Total 520000 - BUILDING	168,897	394,000	419,780
Total 530000 - COMMUNICATION	279,208	364,500	524,000
Total 540000 - FIRE PREVENTION	6,861	13,500	21,900
Total 550000 - VEHICLES	416,090	392,700	447,500
Total 560000 - OPERATIONS EQUIPMENT	471,520	591,737	719,531
Total 570000 - WAGES	9,949,105	10,921,855	12,768,920
Total 580000 - BENEFITS	3,102,027	3,361,060	4,275,748
Total 610000 - TRAINING & EDUCATION	134,368	230,579	225,291
Total 620000 - UTILITIES	82,846	104,000	122,700
Total 630000 - FINANCE - DEBT SERVICE	253,743	206,915	1,005,259
<b>Total Expenses - Operations</b>	<b>15,699,593</b>	<b>17,815,102</b>	<b>21,984,436</b>
<b>Expenses - Capital</b>			
Total 900100 - BUILDING CAPITAL OUTLAY	2,538,608	5,415,000	19,053,776
Total 900300 - VEHICLE CAPITAL OUTLAY	564,281	895,769	2,219,296
Total 900600 - EQUIPMENT CAPITAL OUTLAY	90,551	278,000	560,600
<b>Total Expenses - Capital</b>	<b>3,193,441</b>	<b>6,588,769</b>	<b>21,833,672</b>
<b>TOTAL EXPENSES</b>	<b>18,893,034</b>	<b>24,403,871</b>	<b>43,818,108</b>
<b>Fund Transfer</b>			
CAPITAL RESERVE	2,500,000	3,769,893	3,767,505
FLEET CAPITAL	1,000,000	1,000,000	1,600,000
CONTINGENCY	0	0	0
BOK LOAN PROCEEDS	0	0	14,907,000
IMPACT FEE	(1,500,000)	0	(600,000)
<b>Total Fund Transfer</b>	<b>2,000,000</b>	<b>4,769,893</b>	<b>19,674,505</b>
<b>EXPENSES/REVENUE DIFFERENCE</b>	<b>8,807,507</b>	<b>20,759,205</b>	<b>214,427</b>

# MONUMENT FIRE DISTRICT 2026 BUDGET DETAIL

	Audited 2024	Projected 2025	Proposed 2026
<b>REVENUE</b>			
<b>OPERATING REVENUE</b>			
<b>410000 - REVENUE - TAX RECEIPTS</b>			
<b>410100 - REVENUE - PROPERTY TAXES</b>			
410102 - Property Taxes	16,687,240	18,013,655	19,167,730
410109 - Tax Refund - FS2 Septic	(1,096)	(1,000)	(1,200)
<b>Total 410100 - REVENUE - PROPERTY TAXES</b>	<b>16,686,144</b>	<b>18,012,655</b>	<b>19,166,530</b>
410200 - Revenue - Specific Ownership Tax	1,348,880	1,712,690	1,250,000
410300 - Revenue - Other Tax Revenue	6,553	0	0
410400 - Assessment Fees (Palmer Lake)	12,625	0	0
<b>TOTAL 410000 - REVENUE - TAX RECEIPTS</b>	<b>18,054,202</b>	<b>19,725,345</b>	<b>20,416,530</b>
<b>420000 - REVENUE - GENERAL REVENUES</b>			
420100 - Ambulance Revenue	958,406	1,426,116	1,200,000
420105 - EMS Supplement	421,757	400,000	350,000
420300 - Ambulance Revenue Refunds	(22,447)	(24,760)	(24,000)
420700 - Inspection/PlanReview/Fire Prevention	0	0	0
420900 - Community Services CPR	995	1,500	1,500
421100 - Contractual Services - Wescott	4,688,363	0	0
421500 - Revenue - Wildland Deployment	522,098	66,762	150,000
<b>TOTAL 420000 - REVENUE - GENERAL REVENUES</b>	<b>6,569,172</b>	<b>1,869,618</b>	<b>1,677,500</b>
<b>TOTAL 440000 - REVENUE - INTEREST</b>	<b>130,620</b>	<b>127,220</b>	<b>259,000</b>
<b>Total 460000 - REVENUE - SALE OF ASSETS</b>	<b>477,056</b>	<b>0</b>	<b>1,260,000</b>
<b>TOTAL OPERATION REVENUE</b>	<b>25,231,050</b>	<b>21,722,183</b>	<b>23,613,030</b>
<b>490000 - MISCELLANEOUS INCOME</b>			
490100 - Donations	1,027	0	0
490200 - Loan Proceeds	0	18,000,000	0
490300 - Grants	26,230	0	0
490700 - Impact Fees	389,819	190,000	200,000
490800 - Investment Revenue	0	0	541,000
490900 - Insurance Recoveries	0	0	0
499900 - Miscellaneous	52,415	481,000	4,000
<b>TOTAL 490000 - MISCELLANEOUS INCOME</b>	<b>469,491</b>	<b>18,671,000</b>	<b>745,000</b>
<b>TOTAL REVENUE</b>	<b>25,700,540</b>	<b>40,393,183</b>	<b>24,358,030</b>

# MONUMENT FIRE DISTRICT 2026 BUDGET DETAIL

	Audited 2024	Projected 2025	Proposed 2026
<b>OPERATING EXPENSES</b>			
<b>510000 - ADMINISTRATION EXPENSES</b>			
510100 - Accounting	50,192	0	0
510300 - Auditing	16,934	27,200	19,650
510500 - Ambulance Collection Fees	61,196	60,000	72,000
510700 - Bank Charges & Credit Card Fees	75	24,500	26,500
510900 - Penalties Fees	0	500	500
511100 - Cty Treasurer's Fees @ 1.5%	235,803	277,500	287,516
511300 - Books, Subscriptions & Dues	10,214	9,000	12,000
511500 - Consultants	13,340	15,000	100,800
511700 - Postage & Shipping	2,593	2,500	3,000
511900 - Cobra	811	1,000	1,100
512100 - Legal	16,429	64,000	64,000
512300 - General Liability Insurance	123,712	225,000	230,000
512500 - Worker's Compensation	268,722	325,000	350,000
512700 - Admin Maintenance Contracts	493	1,000	1,000
512900 - Office Supplies	5,368	6,000	6,000
513100 - Office Equipment/Furniture	887	5,000	8,000
513300 - Medical Exams / Services	41,347	48,000	74,550
513500 - New Hire Exams	0	0	0
513700 - Promotional Processes	74	2,600	3,200
513900 - Recruiting/Hiring	16,605	23,855	26,910
514100 - Morale & Welfare	3,278	22,000	10,000
514150 - Awards Banquet	0	0	8,500
514200 - Honor Guard	11,221	14,601	9,580
514300 - Public Relations	26,425	30,000	35,000
514400 - Youth Camp	0	0	1,500
514500 - Election	0	1,000	42,000
514600 - Election Materials	0	0	5,000
514700 - Bad Credit	(110,146)	0	0
514800 - Chaplain Program	0	500	500
514900 - Accreditation	30,390	32,000	35,000
519100 - Special Incident	1,310	1,500	5,000
519900 - General Expense	7,409	15,000	15,000
519999 - Unassigned Credit Card Charge	246	0	0
<b>TOTAL 510000 - ADMINISTRATION EXPENSES</b>	<b>834,929</b>	<b>1,234,256</b>	<b>1,453,806</b>
<b>520000 - BUILDINGS EXPENSE</b>			
520100 - Repairs & Maintenance	91,432	140,000	140,000
520300 - Supplies Expense	27,000	35,000	35,000
520400 - Admin Bldg Lease	0	191,000	233,562
520500 - Admin Lease CAMS	46,419	22,000	0
520600 - Admin Bldg Utilities	4,046	6,000	11,218
<b>TOTAL 520000 -BUILDINGS EXPENSE</b>	<b>168,897</b>	<b>394,000</b>	<b>419,780</b>

# MONUMENT FIRE DISTRICT 2026 BUDGET DETAIL

	Audited 2024	Projected 2025	Proposed 2026
<b>530000 - COMMUNICATIONS EXPENSE</b>			
530100 - Telephone	15,231	16,000	16,000
530300 - Cable	7,276	6,000	8,000
530500 - Cellular	32,382	28,000	35,000
530900 - Internet	14,894	17,000	18,000
531100 - Information Technology	30,676	85,000	85,000
531300 - IT Subscriptions (Contracts)	145,859	175,000	175,000
531500 - Maintenance Contract 800/Radio	117	2,500	50,000
531700 - Radio License 800/Radio Sub	29,585	30,000	32,000
531900 - Communication Repair & Maint	3,189	5,000	5,000
532100 - Dispatch Services	0	0	100,000
<b>TOTAL 530000 - COMMUNICATIONS EXPENSE</b>	<b>279,208</b>	<b>364,500</b>	<b>524,000</b>
<b>540000 - FIRE PREVENTION</b>			
540300 - Fire Prevention Supplies/FPB	4,358	7,000	8,000
540500 - Fire Prevention Equip/FPB Equip	2,503	5,500	8,500
549900 - Fire Prevention-Other/FPB	0	1,000	5,400
<b>TOTAL 540000 - FIRE PREVENTION</b>	<b>6,861</b>	<b>13,500</b>	<b>21,900</b>
<b>550000 - VEHICLES EXPENSE</b>			
<b>550200 - FIREFIGHTING VEHICLES</b>			
550201 - Firefighting Fuel	48,497	65,000	65,000
550203 - Firefighting Repairs & Maintenance	215,094	150,000	200,000
550205 - Ladder Testing	2,310	4,000	4,000
550207 - Pump Testing	0	5,200	6,000
550299 - Firefighting Vehicles - Other	0	0	0
<b>TOTAL 550200 - FIREFIGHTING VEHICLES</b>	<b>265,900</b>	<b>224,200</b>	<b>275,000</b>
<b>550500 - MEDICAL VEHICLES</b>			
550501 - Medical Fuel	24,356	36,000	36,000
550503 - Medical Repairs & Maintenance	64,242	40,000	40,000
550599 - Medical Vehicles - Other	0	0	0
<b>TOTAL 550500 - MEDICAL VEHICLES</b>	<b>88,597</b>	<b>76,000</b>	<b>76,000</b>
<b>550700 - ADMIN VEHICLES</b>			
550701 - Admin Fuel	26,156	32,000	32,000
550703 - Admin Repairs & Maintenance	24,386	23,000	25,000
550799 - Admin Vehicles - Other		7,000	10,000
<b>TOTAL 550700 - ADMIN VEHICLES</b>	<b>50,542</b>	<b>62,000</b>	<b>67,000</b>
<b>550900 - SPECIALITY VEHICLES</b>			
550901 - Speciality Fuel	188	500	3,000
550903 - Speciality Repairs & Maintenance	10,267	8,000	6,500
550999 - Speciality Vehicles - Other	0	12,000	12,000
<b>TOTAL 550900 - SPECIALITY VEHICLES</b>	<b>10,455</b>	<b>20,500</b>	<b>21,500</b>
551100 - Bench Stock	595	10,000	8,000
<b>TOTAL 550000 - VEHICLES EXPENSE</b>	<b>416,090</b>	<b>392,700</b>	<b>447,500</b>

# MONUMENT FIRE DISTRICT 2026 BUDGET DETAIL

	Audited 2024	Projected 2025	Proposed 2026
<b>560000 - OPERATIONAL EQUIPMENT</b>			
<b>560100 - FIREFIGHTING EQUIPMENT/SUPP</b>			
560103 - Equipment Repairs & Maintenance	1,447	4,000	4,000
560104 - Small Engine Repairs	329	3,000	3,000
560105 - SCBA Equipment	23,744	10,500	65,650
560106 - SCBA Repairs & Maintenance	21,604	5,000	27,000
560207 - PPE Equipment	25,552	124,080	109,613
560108 - PPE - New Hire	64,052	20,000	35,958
560109 - PPE Repairs & Maintenance	10,377	6,000	24,220
560116 - PPE Haz-Mat	0	0	10,000
560110 - Wildland PPE	14,192	14,135	10,830
560112 - Wildland Deployment	24,561	45,000	50,000
560113 - Wildland Supplies	3,666	12,025	37,050
560115 - Wildland Repairs & Maintenance	27	0	1,000
560117 - Firefighting Supplies	4,534	3,000	1,000
560121 - Technical Rescue Equipment	10,416	14,800	7,884
560123 - Technical Rescue Supplies	0	500	500
560125 - Drone	8,027	11,080	11,300
560164 - Hazmat Equipment	258	500	20,900
560165 - Hazmat Supplies	1,686	5,000	7,656
560198 - Hose, Nozzles, & Appliances	24,649	26,768	22,000
560199 - Firefighting Equipment	6,482	17,289	9,298
<b>TOTAL 560100 - FIREFIGHTING EQUIPMENT/SUPP</b>	<b>245,603</b>	<b>322,677</b>	<b>458,859</b>
<b>560300 - MEDICAL EQUIPMENT</b>			
560302 - EMS Equipment	21,333	50,000	40,500
560303 - EMS Equipment Repairs & Maintenance	(258)	3,000	6,529
560307 - EMS Maintenance Contracts	44,685	44,060	50,278
560309 - EMS Supplies	80,822	100,000	120,000
<b>TOTAL 560300 - MEDICAL EQUIPMENT</b>	<b>146,581</b>	<b>197,060</b>	<b>217,307</b>
<b>560600 - UNIFORMS</b>			
560603 - Uniforms - New Hire/Promotions	9,190	7,000	18,055
560605 - Uniforms - Staff	65,420	55,000	18,055
560607 - Uniforms - Tailoring	1,146	2,000	2,000
560699 - Uniforms - Other	3,579	8,000	5,255
<b>TOTAL 560600 - UNIFORMS</b>	<b>79,336</b>	<b>72,000</b>	<b>43,365</b>
<b>TOTAL 560000 - OPERATIONAL EQUIPMENT</b>	<b>471,520</b>	<b>591,737</b>	<b>719,531</b>

# MONUMENT FIRE DISTRICT 2026 BUDGET DETAIL

	Audited 2024	Projected 2025	Proposed 2026
<b>570000 - WAGES</b>			
570100 - Payroll Expenses	6,809	4,500	0
570200 - Banked Vacation/Sick	15,195	18,699	30,000
570300 - Administration Personnel	1,394,833	1,723,730	2,149,681
570400 - Operations Personnel	7,076,957	7,802,322	7,942,290
570500 - Longevity		104,288	97,268
<b>570700 - OVERTIME</b>			
570703 - Overtime (Shift)	900,845	862,020	1,453,100
570704 - Overtime (Admin)	12,040	5,224	30,000
570705 - Overtime (Other)	60,307	43,958	139,557
570707 - Overtime (Training/EMS)	94,619	108,634	127,512
570708 - Overtime (Educational Leave)	14,059	30,388	378,969
570709 - Overtime (Wildland Backfill)	71,739	19,862	100,000
<b>TOTAL 570700 - OVERTIME</b>	<b>1,153,608</b>	<b>1,070,086</b>	<b>2,229,138</b>
571700 - Wildland Deployment Pay	137,205	30,422	100,000
573100 - FICA Tax (PT only)	1,178	2,588	17,978
573200 - Medicare Tax	144,562	154,060	181,951
573300 - Unemployment Expense	18,758	11,160	20,614
<b>TOTAL 570000 - WAGES</b>	<b>9,949,105</b>	<b>10,921,855</b>	<b>12,768,920</b>
<b>580000 - BENEFITS</b>			
580200 - Health Insurance	1,703,547	1,775,700	2,200,000
580300 - Dental Insurance	41,257	42,660	50,000
580400 - Vision Insurance	(213)	0	0
580500 - FPPA Death & Disability Insurance	304,866	346,754	407,570
580600 - Supplemental Insurance	0	0	0
580700 - Accident & Health Insurance	7,792	15,542	10,000
580800 - Peer Support	3,910	5,560	12,311
580900 - 457 Plan	170,635	188,648	472,551
581100 - Pension	868,416	984,088	1,120,816
581102 - DW Volunteer Pension Fund	0	0	0
582200 - Heart/Cardiac Benefit	0	0	0
583100 - Employee Assistance Program	0	0	0
584300 - Flex Spending & Health Savings	1,818	2,108	2,500
<b>TOTAL 580000 - BENEFITS</b>	<b>3,102,027</b>	<b>3,361,060</b>	<b>4,275,748</b>

# MONUMENT FIRE DISTRICT 2026 BUDGET DETAIL

	Audited 2024	Projected 2025	Proposed 2026
<b>610000 - TRAINING &amp; EDUCATION</b>			
610100 - Firefighting Training	15,941	47,550	16,600
610200 - Medical Training	7,814	21,744	26,800
610300 - Admin/Other Training	37,973	59,460	76,848
610305 - Academy Training	31,127	31,800	32,181
610400 - Director's Training	0	300	1,000
610500 - Health and Wellness	23,656	27,875	16,050
610600 - EMS Community Outreach	2,030	1,000	3,000
610700 - Community Risk Training	5,185	18,600	15,100
610800 - Travel/Lodging	10,642	22,250	37,712
<b>TOTAL 610000 - TRAINING &amp; EDUCATION</b>	<b>134,368</b>	<b>230,579</b>	<b>225,291</b>
<b>620000 - UTILITIES</b>			
620100 - Electricity	40,111	37,000	46,000
620200 - Heating/Gas	25,104	45,000	50,000
620300 - Water & Sewer	9,779	12,000	16,000
620700 - Trash Collection	7,852	10,000	10,700
<b>TOTAL 620000 - UTILITIES</b>	<b>82,846</b>	<b>104,000</b>	<b>122,700</b>
<b>630000 - FINANCE - DEBT SERVICE</b>			
634100 - Interest Expense	253,743	206,915	1,005,259
<b>TOTAL 630000 - FINANCE - DEBT SERVICE</b>	<b>253,743</b>	<b>206,915</b>	<b>1,005,259</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>15,699,593</b>	<b>17,815,102</b>	<b>21,984,436</b>
<b>EXPENSES DIFFERENCE</b>	<b>10,000,947</b>	<b>22,578,081</b>	<b>2,373,594</b>

# MONUMENT FIRE DISTRICT 2026 BUDGET DETAIL

	Audited 2024	Projected 2025	Proposed 2026
<b>CAPITAL EXPENSES</b>			
900000 - CAPITAL IMPROVEMENT FUND			
900100 - BUILDINGS CAPITAL OUTLAY			
900110 - Fire Station 1	0	0	210,000
900120 - Fire Station 2	120,490	2,000,000	0
900130 - Fire Station 3	410,387	600,000	14,907,776
900140 - Fire Station 4	1,658,465	115,000	0
900150 - Fire Station 5	72,685	0	50,000
900160 - Fire Station 6	0	1,300,000	0
900170 - Training Center	180,152	800,000	3,336,000
900199 - Administrative Offices	96,430	600,000	550,000
<b>TOTAL 900100 - BUILDINGS CAPITAL OUTLAY</b>	<b>2,538,608</b>	<b>5,415,000</b>	<b>19,053,776</b>
900300 - VEHICLES CAPITAL OUTLAY			
900303 - Fire Vehicles	93,889	391,000	1,082,189
900305 - Medical Vehicles	0	330,000	330,000
900307 - Admin Vehicles	254,761	0	100,000
900309 - Speciality Vehicles	47,676	0	357,900
900312 - Lease Princ 2022 Engine	70,792	73,914	77,173
900313 - Lease Princ 2023 Tower	97,163	100,855	104,688
900314 - Lease Princ 2026 Engines	0	0	167,346
<b>TOTAL 900300 - VEHICLES CAPITAL OUTLAY</b>	<b>564,281</b>	<b>895,769</b>	<b>2,219,296</b>
900600 - EQUIPMENT CAPITAL OUTLAY			
900602 - Fire Communications		0	15,000
900605 - Medical Equipment	74,824	218,000	340,600
900609 - Fire Supression Equipment	15,727	60,000	205,000
<b>TOTAL 900600 - EQUIPMENT CAPITAL OUTLAY</b>	<b>90,551</b>	<b>278,000</b>	<b>560,600</b>
<b>TOTAL 900000 - CAPITAL IMPROVEMENT FUND</b>	<b>3,193,441</b>	<b>6,588,769</b>	<b>21,833,672</b>
<b>TOTAL CAPITAL EXPENSES</b>	<b>3,193,441</b>	<b>6,588,769</b>	<b>21,833,672</b>
<b>TOTAL EXPENSES</b>	<b>18,893,034</b>	<b>24,403,871</b>	<b>43,818,108</b>
<b>FUND TRANSFER</b>			
Capital Reserve	2,500,000	3,769,893	3,767,505
Fleet Capital	1,000,000	1,000,000	1,600,000
Contingency		0	0
BOK Loan Proceeds		0	14,907,000
Impact Fee	(1,500,000)	0	(600,000)
<b>TOTAL FUND TRANSFER</b>	<b>2,000,000</b>	<b>4,769,893</b>	<b>19,674,505</b>
<b>REVENUE/EXPENSES DIFFERENCE</b>	<b>8,807,507</b>	<b>20,759,205</b>	<b>214,427</b>

**MONUMENT  
FIRE DISTRICT  
2026 FUND BALANCES**

	<b>Actual 2024</b>	<b>Budget 2025</b>	<b>Projected 2025</b>	<b>Proposed 2026</b>
<b>GENERAL FUND BALANCE</b>				
<b>Beginning Balance</b>	<b>5,432,991</b>	<b>7,132,573</b>	<b>10,656,037</b>	<b>9,708,002</b>
Revenues	24,731,038	23,928,427	21,712,783	23,539,882
Expenses	(15,699,593)	(18,763,918)	(17,815,102)	(21,984,436)
Transfer In	0	0	0	0
Transfer Out	(2,000,000)	(7,659,988)	(4,845,716)	(4,855,310)
Adjust to Actual	(1,808,399)			
<b>Ending Balance</b>	<b>10,656,037</b>	<b>4,637,094</b>	<b>9,708,002</b>	<b>6,408,138</b>

<b>CAPITAL RESERVES FUND BALANCE (COMMITTED)</b>				
<b>Beginning Balance</b>	<b>2,703,076</b>	<b>3,089,226</b>	<b>3,163,451</b>	<b>1,247,344</b>
Revenues (Interest)	576,046	7,000	7,000	31,184
Expenses	(2,629,159)	(8,951,191)	(5,693,000)	(4,706,600)
Transfer In	2,500,000	6,584,165	3,769,893	3,767,505
Transfer Out	0	0	0	0
Adjust to Actual	13,488	0	0	0
<b>Ending Balance</b>	<b>3,163,451</b>	<b>729,200</b>	<b>1,247,344</b>	<b>339,433</b>

<b>FLEET CAPITAL FUND BALANCE (COMMITTED)</b>				
<b>Beginning Balance</b>	<b>1,376,974</b>	<b>1,841,167</b>	<b>1,621,751</b>	<b>1,726,582</b>
Revenues (Interest)	678	600	600	43,165
Expenses	(564,281)	(1,214,769)	(895,769)	(2,219,296)
Transfer In	1,000,000	1,000,000	1,000,000	1,600,000
Transfer Out	0	0	0	0
Adjust to Actual	(191,620)	0	0	0
<b>Ending Balance</b>	<b>1,621,751</b>	<b>1,626,998</b>	<b>1,726,582</b>	<b>1,150,451</b>

<b>EMERGENCY RESERVE FUND BALANCE-TABOR (RESTRICTED)</b>				
<b>Beginning Balance</b>	<b>376,819</b>	<b>487,227</b>	<b>487,478</b>	<b>566,101</b>
Revenues (Interest)	2,960	2,800	2,800	2,800
Expenses	0	0	0	0
Transfer In	107,700	75,823	75,823	87,805
Transfer Out	0	0	0	0
Adjust to Actual	0	0	0	0
<b>Ending Balance</b>	<b>487,478</b>	<b>565,850</b>	<b>566,101</b>	<b>656,706</b>

<b>CONTINGENCY FUND BALANCE (RESTRICTED)</b>				
<b>Beginning Balance</b>	<b>1,609,611</b>	<b>1,698,911</b>	<b>1,696,985</b>	<b>1,787,985</b>
Revenues (Investment earnings)	87,373	91,000	91,000	91,000
Expenses	0	0	0	0
Transfer In	0	0		
Transfer Out	0	0	0	0
Adjust to Actual	0	0	0	0
<b>Ending Balance</b>	<b>1,696,985</b>	<b>1,789,911</b>	<b>1,787,985</b>	<b>1,878,985</b>

<b>BOK STATION 3 LOAN PROCEEDS FUND BALANCE (RESTRICTED)</b>				
<b>Beginning Balance</b>			<b>18,000,000</b>	<b>18,448,120</b>
Revenues (Investment earnings)			389,000	450,000
Expenses	0	0	59,120	(14,907,776)
Transfer In	0	0	0	0
Transfer Out	0	0	0	
Adjust to Actual	0	0	0	0
<b>Ending Balance</b>	<b>0</b>	<b>0</b>	<b>18,448,120</b>	<b>3,990,344</b>

<b>IMPACT FEE FUND BALANCE (RESTRICTED)</b>				
<b>Beginning Balance</b>	<b>1,733,016</b>	<b>438,246</b>	<b>450,238</b>	<b>640,238</b>
Revenues	389,819	205,820	190,000	200,000
Expenses	0	0	0	0
Transfer In	0	0	0	0
Transfer Out	(1,500,000)	0	0	(600,000)
Adjust to Actual	(172,597)	0	0	0
<b>Ending Balance</b>	<b>450,238</b>	<b>644,066</b>	<b>640,238</b>	<b>240,238</b>

Purchase amount = no debt				Consider 4% annual growth for apparatus/3% for light vehicles																				
Annual debt payment				Engines (Type 1/Type 3 - 10 years frontline, 5 years reserve)			Brush (10 years frontline, 5 years reserve)																	
Overdue for replacement				Truck (13 years frontline, 5 years reserve)			Ambulance (5 years frontline, 2 years reserve)																	
Fleet #/VIN	Code	Vehicle	Position	Purchase Year	Replace Year	Lifespan	Replacement Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
	900307	Ford Explorer			SELL																			
S99638	900307	Ford 150	Training BC	2018	2030	12Y	\$80,000											-\$108,800						
S99639	900307	Ford 150	Training Officer	2018	2030	12Y	\$80,000											-\$108,800						
S99640	900307	Ford 150	DC of Ops	2018	2030	12Y	\$80,000											-\$108,800						
S68730	900307	Ford F250	Shift BC	2020	2032	12Y	\$88,000	-\$88,000												-\$119,680				
S68731	900307	Ford F250	Shift BC (Reserve)	2020	2032	12Y	\$88,000	-\$88,000												-\$119,680				
S64336	900307	Ford Expedition	EMS Educator	2020	2032	12Y	\$75,000	-\$75,000												-\$102,000				
S64335	900307	Ford Expedition	EMS Coordinator	2020	2032	12Y	\$75,000	-\$75,000												-\$102,000				
S79579	900307	Chevy Tahoe	Admin Reserve	2019	2031	12Y	\$80,000												-\$108,800					
S96388	900307	Dodge 3500	Snow Plow/Tow	2012	2024*	12Y	\$60,000																	
S40545	900307	Ford Transit	Fire Technician	2023	2035	12Y	\$60,000				-\$60,000												-\$81,600	
S38292	900307	Ford 150	Fire Chief	2024	2035	12Y	\$80,000					-\$80,000												
S38293	900307	Ford 150	DC of CRR	2024	2036	12Y	\$80,000					-\$80,000												
S38294	900307	Ford 150	DC of SS	2024	2036	12Y	\$80,000					-\$80,000												
S18394	900307	Ford F350	Snow Plow/Tow	2003	2015*	12Y	\$60,000																	
S26496	900307	Ford F250	Logistics LT	2023	2036	12Y	\$80,000				-\$81,600												-\$110,976	
NEW	900307	Ford Maverick	Fire Prevention	2026	2038	12Y	\$50,000							-\$50,000										
NEW	900307	Ford Maverick	Fire Prevention	2026	2038	12Y	\$50,000							-\$50,000										
E48764	900300	Smeal T1 Engine	Reserve	2004	2019*	10Y/5Y	\$960,000	-\$23,945																
E20193	900303	Pierce T1 Engine	513	2019	2034	10Y/5Y	\$960,000	-\$71,300	-\$71,300	-\$71,300	-\$483,165											-\$124,800	-\$124,800	
E20859	900303	Pierce T1 Engine	512	2019	2034	10Y/5Y	\$960,000	-\$77,767	-\$77,767	-\$77,767	-\$398,035											-\$124,800	-\$124,800	
E24972	900303	Pierce T1 Engine	514	2023	2039	10Y/5Y	\$900,000				-\$104,390	-\$104,390	-\$104,390	-\$104,390	-\$104,390	-\$104,390	-\$104,390	-\$104,390	-\$104,390	-\$104,390				
NEW	900303	Pierce T1 Engine	New	2026	2040	10Y/5Y	\$950,000						-\$59,235	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000			
NEW	900303	Pierce T1 Engine	New	2026	2040	10Y/5Y	\$950,000						-\$59,235	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000	-\$142,000			
NEW	900303	BME T2 Engine	515	2026	2040	10Y/5Y	\$674,000							-\$782,189										
	900303	Type 1 Engine		2001	SELL																			
E71642	900303	RB Ladder (100')	Reserve	2009	2033	13Y/5Y	\$1,575,000	-\$71,387													-\$157,500	-\$157,500	-\$157,500	
E27169	900303	Pierce Ladder	531	2024	2042	13Y/5Y	\$1,575,000				-\$152,009	-\$152,009	-\$152,009	-\$152,009	-\$152,009	-\$152,009	-\$152,009	-\$152,009	-\$152,009	-\$152,009	-\$152,009	-\$152,009	-\$152,009	
E70409	900303	RB Ladder (75')	Reserve	2010	2023	13Y/5Y	\$1,575,000																	
	900303	T6 Ford F450		2001	SELL																			
B06335	900303	T6 Dodge 5500	Reserve	2015	2030	10Y/5Y	\$330,000											-\$462,000						
B86468	900303	T6 Dodge 4500	544	2018	2033	10Y/5Y	\$330,000													-\$462,000				
B18228	900303	T6 (Ford)	542	2024	2039	10Y/5Y	\$330,000				-\$70,000		-\$250,000											
S52685	900307	Squad Ford F550	575	2022	2034	12Y	\$330,000			-\$330,000												-\$488,400		
B38602	900303	T3 (BME)	541	2023	2033	10Y/5Y	\$378,100				-\$378,100													
	900303	ALF Tender		2001	SELL																			
NEW	900303	Midwest Tender	New	2024	2044	15Y/5Y	\$400,000						-\$142,000	-\$270,000										
UN0421	900303	Midwest Tender	564	2020	2040	15Y/5Y	\$250,000																	
A58392	900305	Dodge 4500	Reserve	2016	2021	5Y/2Y	\$232,000			-\$232,000														
A77410	900305	Dodge 4500	Reserve	2016	2021	5Y/2Y	\$232,000			-\$232,000														
A47384	900305	Ford F550	Reserve	2019	2026	5Y/2Y	\$232,000																	
A34972	900305	AEV Ford	584	2024	2030	5Y/2Y	\$265,000				-\$243,600					-\$332,450					-\$382,318			
NEW	900305	AEV Ford	581	2024	2031	5Y/2Y	\$300,000						-\$322,000				-\$341,600					-\$392,940		
A70316	900305	Ford F450	583	2020	2025	5Y/2Y	\$232,000							-\$330,000				-\$350,750					-\$403,363	
U130CD	900309	Thiokol Snowcat	Fire Station 1	1987	REPLACE	20Y	\$250,000																	
U91164	900309	Side-by-side	Fire Staton 1	2024	2044	20Y	\$40,000					-\$40,000												
U28697	900309	Chipper	Fire Station 5	2019	2039	20Y	\$40,000																	
U00183	900309	Chipper	Fire Station 5	2011	2031	20Y	\$40,000												-\$60,000					
U0759	900309	Suzuki ATV	Fire Station 5	2006	2026	20Y	\$8,500																	
U46869	900309	Scott Air Trailer	Fire Station 5	2006	2026	20Y	\$300,000																	
NEW	900309	Snowcat	Fire Station 1	2026	2046	20Y	\$350,000							-\$350,000										
Beginning Balance								\$899,153	\$680,241	\$1,298,739	\$1,666,288	\$1,376,974	\$1,621,751	\$1,726,582	\$1,150,451	\$1,610,052	\$1,737,203	\$1,855,204	\$1,275,655	\$1,666,456	\$1,882,697	\$1,644,870	\$1,404,421	
Transfers In								\$676,000	\$632,884	\$1,000,000	\$1,240,000	\$1,000,000	\$1,000,000	\$1,600,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,100,000	\$1,100,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	
Expenses (Cash)								-\$326,000	-\$464,000	-\$330,000	-\$833,300	-\$280,000	-\$714,000	-\$1,832,189	\$0	-\$332,450	-\$341,600	-\$1,139,150	-\$168,800	-\$443,360	-\$844,318	-\$881,340	-\$595,939	
Expenses (Lease)								-\$244,399	-\$149,067	-\$149,067	-\$1,137,599	-\$256,399	-\$374,869	-\$540,399	-\$540,399	-\$540,399	-\$540,399	-\$540,399	-\$540,399	-\$540,399	-\$593,509	-\$559,109	-\$559,109	
Total Expenses								-\$570,399	-\$613,067	-\$479,067	-\$1,970,899	-\$536,399	-\$1,088,869	-\$2,372,588	-\$540,399	-\$872,849	-\$881,999	-\$1,679,549	-\$709,199	-\$983,759	-\$1,437,827	-\$1,440,449	-\$1,155,048	
Total Cap. Exp.(excluding interest)														-\$888,768										
Adjust to Actual								-\$324,513	\$598,681	-\$153,384	-\$441,585	-\$218,824	-\$193,700	\$196,457										
Ending Balance								\$680,241	\$1,298,739	\$1,666,288	\$1,376,974	\$1,621,751	\$1,726,582	\$1,150,451	\$1,610,052	\$1,737,203	\$1,855,204	\$1,275,655	\$1,666,456	\$1,882,697	\$1,644,870	\$1,404,421	\$1,449,373	

Monument FD  
Facilities and Equipment Repair/Replacement Schedule 2020-2035

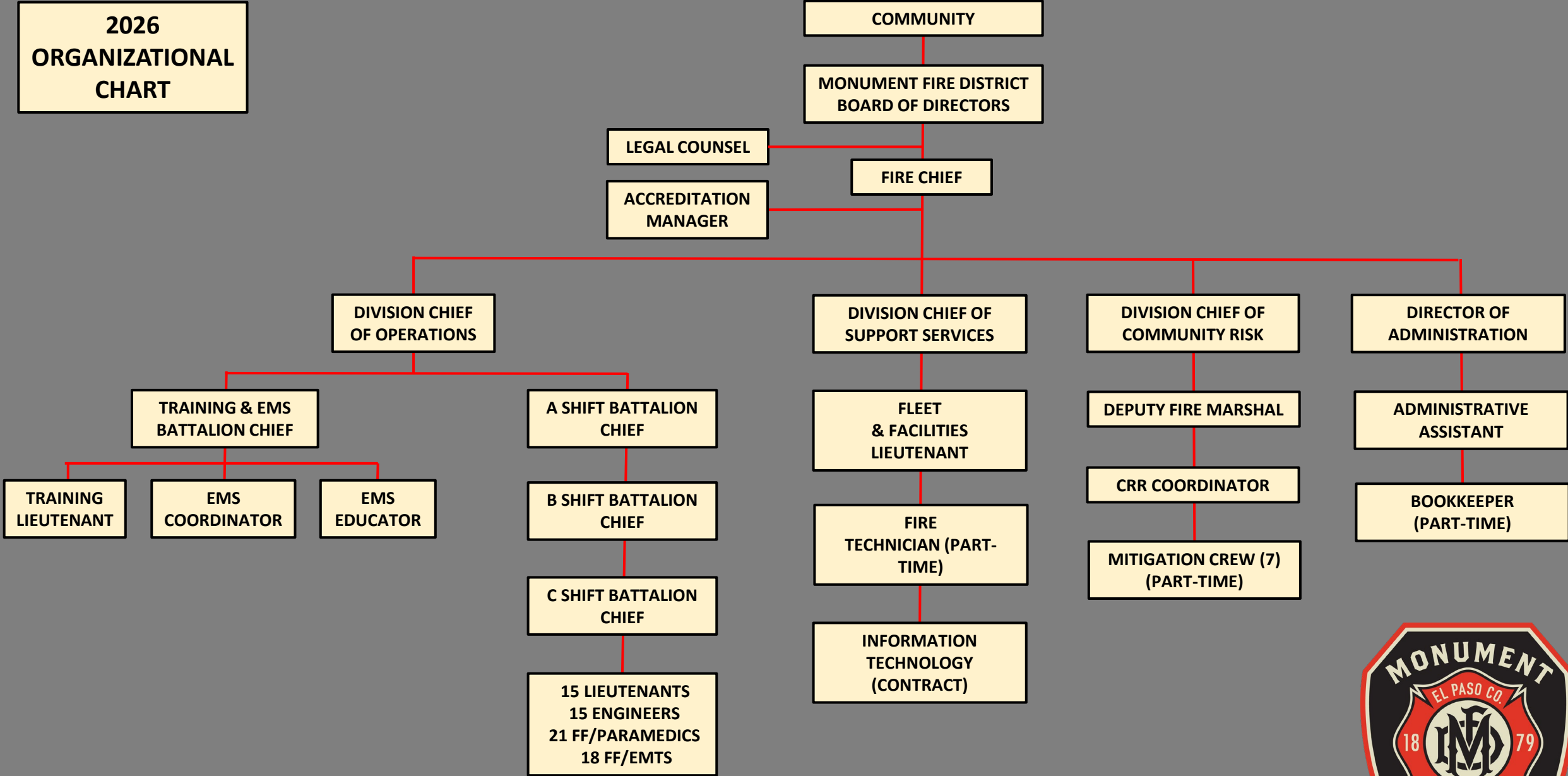
Purchase amount = no debt																							
Annual debt payment																							
Overdue for replacement																							
Facilities																							
Location	Code	Description	Purchase Year	Replace Year	Lifespan	Replacement Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
1	900110	Fire Station 1					-\$361,000	-\$1,655,000	-\$238,000	-\$175,000			-\$210,000										
2	900110	Fire Station 2							-\$115,300	-\$105,000	-\$2,300,000	-\$2,000,000											
3	900130	Fire Station 3							-\$22,000	-\$700,000	-\$2,400,000	-\$600,000	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	
3	900130	Fire Station 3 (Savings)												-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	
4	900140	Fire Station 4							-\$35,000	-\$558,000	-\$450,000	-\$115,000											
5	900150	Fire Station 5								-\$527,000													
6	900160	Fire Station 6 (Future)										-\$1,300,000											
TC	900110	Training Center					-\$389,000		-\$50,000	-\$121,743	-\$2,400,000	-\$800,000	-\$3,336,000										
Admin	900199	Admin					-\$250,000			-\$96,430	-\$96,430	-\$600,000	-\$450,000										
Admin	900199	Admin (Savings)											-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000							
Equipment																							
Location	Code	Description	Purchase Year	Replace Year	Lifespan	Replacement Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
Communications IT	900602										-\$38,500		-\$15,000			-\$47,740				-\$520,000	-\$52,514		
EMS	900605						-\$112,000	-\$26,400	-\$65,500	-\$65,500	-\$91,400	-\$190,028	-\$340,600			-\$139,050	-\$130,540	-\$52,662	-\$28,050	-\$81,880	-\$114,596	-\$224,900	
Miscellaneous	Vaired									-\$30,500	-\$25,000					-\$13,650		-\$22,000					
PPE	900609								-\$22,000	-\$12,000					-\$11,880			-\$13,420			-\$27,280		
SCBA	900609							-\$335,000		-\$100,000										-\$520,800			
Tools & Equipment	900609											-\$57,945	-\$205,000			-\$240,000						-\$10,329	
Training Center	900609													-\$90,000									
Beginning Balance							\$1,595,411	\$1,171,241	\$2,244,904	\$2,438,809	\$2,703,076	\$3,136,474	\$1,243,394	\$489,433	\$631,561	\$851,809	\$643,497	\$745,085	\$933,131	\$1,137,209	\$1,246,657	\$1,284,395	
Transfers In							\$1,290,187	\$3,178,341	\$1,000,000	\$1,240,000	\$2,700,000	\$3,769,893	\$4,289,191	\$4,000,000	\$4,000,000	\$4,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$4,000,000	\$3,000,000	\$3,000,000	
Building Expenses (Cash)							-\$1,000,000	-\$1,655,000	-\$460,300	-\$2,186,743	-\$7,550,000	-\$5,415,000	-\$4,996,000	-\$2,383,936	-\$2,383,936	-\$2,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	
Equipment Expenses (Cash)							-\$112,000	-\$361,400	-\$87,500	-\$208,000	-\$154,900	-\$247,973	-\$560,600	-\$90,000	-\$11,880	-\$440,440	-\$130,540	-\$44,082	-\$28,050	-\$1,122,680	-\$194,390	-\$235,229	
Expenses (Lease)							\$0	\$0	\$0	-\$96,430	-\$96,430	\$0	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936	-\$1,383,936
Total Expenses							-\$1,112,000	-\$2,016,400	-\$547,800	-\$2,491,173	-\$7,801,330	-\$5,662,973	-\$6,940,536	-\$3,857,872	-\$3,779,752	-\$4,208,312	-\$2,898,412	-\$2,811,954	-\$2,795,922	-\$3,890,552	-\$2,962,262	-\$3,003,101	
Adjust to Actual							-\$652,857	-\$88,278	-\$258,295	\$1,515,440	\$5,534,728		\$1,897,384	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Balance							\$1,171,241	\$2,244,904	\$2,438,809	\$2,703,076	\$3,136,474	\$1,243,394	\$489,433	\$631,561	\$851,809	\$643,497	\$745,085	\$933,131	\$1,137,209	\$1,246,657	\$1,284,395	\$1,281,294	



MONUMENT FIRE DISTRICT  
2022-2026 STRATEGIC PLAN OBJECTIVES

2022-2026 OBJECTIVES	ASSIGNED TO	CALENDAR YEAR	2022	2023	2024	2025	2026
<b>GOVERNANCE AND ADMINISTRATION - 1.0</b>							
Objective 1.0 - Evaluate the Fire Chief's performance annually.	Board of Directors	Annually	✓	✓	✓		
Objective 1.1 - Review every district policy every three years.	Executive Team	Annually	✓	✓	✓	✓	
Objective 1.2 - Continue to evaluate opportunities for the unification of fire districts.	Executive Team	Annually	✓	✓	✓	✓	
Objective 1.3 - Design a program to communicate the organization's vision and status with all employees.	Executive Team	Annually	✓	✓	✓	✓	
Objective 1.4 - Develop a comprehensive program to espouse the mission, vision, and values of the fire district.	BC Mola	2022	✓				
<b>ASSESSMENT AND PLANNING - 2.0</b>							
Objective 2.0 - Track, monitor, report, and enhance service delivery through industry-standard defined benchmarks.	DC of Admin/Accreditation Manager	Annually	✓	✓	✓	✓	
Objective 2.1 - Achieve accreditation through the Commission on Fire Accreditation International (CFAI).	DC of Admin/Accreditation Manager	2026					✓
Objective 2.2 - Maintain or improve the fire district's ISO rating of 3/3Y.	Executive Team	2022	✓				
Objective 2.3 - Develop a community risk assessment profile.	DC of Admin/Accreditation Manager	2022		✓			
Objective 2.4 - Develop a standards of cover profile.	BC Mola	2023		✓			
<b>FINANCIAL RESOURCES - 3.0</b>							
Objective 3.0 - Continue to educate the taxpayers on the combined effects of Gallagher, TABOR, and other financial legislation that might impact the district.	Fire Chief	Annually	✓	✓	✓	✓	
<b>PROGRAMS - 4.0</b>							
<b>Community Risk Reduction/Fire Prevention</b>							
Objective 4.0 - Develop an annual engine company inspection program.	DC of Admin	2022		✓			
Objective 4.1 - Develop a pre-incident response plan for operations personnel.	DC of Admin/Accreditation Manager	2023		✓			
<b>All-Hazard Emergency Response</b>							
Objective 4.2 - Provide Level B suits and additional absorbent for hazardous materials response and mitigation.	LT Keough	2022	✓				
Objective 4.3 - Develop wildland-urban interface pre-plans.	Contract	2022	✓	✓			
<b>Emergency Medical Services</b>							
Objective 4.4 - Develop the philosophy, design, and implementation of a comprehensive EMS program.	EMS Battalion Chief/EMS Coordinator	2026					
Objective 4.5 - Develop a regional mass-casualty incident (MCI) response plan.	EMS Battalion Chief/EMS Coordinator	2022	✓				
Objective 4.6 - Develop an automated inventory control system for EMS supplies.	EMS Battalion Chief/EMS Coordinator	2022	✓				
Objective 4.7 - Develop an EMS continuous quality improvement program with a comprehensive EMS data collection process.	EMS Battalion Chief/EMS Coordinator	2023		✓			
<b>PHYSICAL RESOURCES - 5.0</b>							
Objective 5.0 - Develop a multi-year strategy for the purchase and replacement of capital equipment.	DC of Admin/LT Keough	2022	✓				
Objective 5.1 - Develop a multi-year strategy for the purchase and replacement of capital fleet/vehicles.	DC of Admin/LT Keough	2022	✓				
Objective 5.2 - Develop a facility repair and replacement plan.	DC of Admin/LT Keough	2022	✓				
Objective 5.3 - Develop a multi-phased plan for the construction of a regional fire training center.	DC of Admin/LT Keough	2022		✓			
<b>HUMAN RESOURCES - 6.0</b>							
Objective 6.0 - Create a dynamic recruitment plan.	Executive Team	Annually	✓	✓	✓	✓	
Objective 6.1 - Evaluate the organization to determine metrics and priorities for additional administrative and operations personnel.	Executive Team	Annually	✓	✓	✓	✓	
<b>TRAINING AND COMPETENCY - 7.0</b>							
Objective 7.0 - Implement the training component on policies through Target Solutions.	Battalion Chief of Training	2022	✓				
Objective 7.1 - Develop and implement annual training requirements.	Battalion Chief of Training	Annually	✓	✓	✓	✓	
Objective 7.2 - Create a balanced all-risk, annual training calendar to include EMS.	Battalion Chief of Training	2022	✓	✓	✓	✓	
<b>ESSENTIAL RESOURCES - 8.0</b>							
<b>EXTERNAL SYSTEMS RELATIONSHIPS - 9.0</b>							
Objective 9.0 - Foster the relationship with El Paso County Office of Emergency Management.	Fire Chief	Annually	✓	✓	✓	✓	

2026  
ORGANIZATIONAL  
CHART



*Serving with Character, Connection, & Commitment*

**MONUMENT FIRE DISTRICT**  
 16055 Old Forest Point, Suite #102  
 Monument, CO 80132  
 (719) 484-0911  
[www.monumentfire.org](http://www.monumentfire.org)  
*Proudly serving the Tri-Lakes Region*



Andy Kovacs, Fire Chief

## **2026 WAGE SCHEDULE**

Position	2026 Wage	Non-Primary Paramedic**
Fire Chief (FC)	*	
Division Chief (DC2)	\$174,110	
Division Chief (DC1)	\$164,232	
Battalion Chief (BC3)	\$154,957	
Battalion Chief (BC2)	\$146,187	
Battalion Chief (BC1)	\$137,912	
Lieutenant (LT4)	\$130,105	\$132,605
Lieutenant (LT3)	\$125,103	\$127,603
Lieutenant (LT2)	\$120,289	\$122,789
Lieutenant (LT1)	\$115,663	\$118,163
Engineer (ENG4)	\$111,215	\$113,715
Engineer (ENG3)	\$106,767	\$109,267
Engineer (ENG2)	\$102,496	\$104,996
Engineer (ENG1)	\$98,396	\$100,896
FF/Paramedic (FF/PM4)	\$111,215	
FF/Paramedic (FF/PM3)	\$106,767	
FF/Paramedic (FF/PM2)	\$102,496	
FF/Paramedic (FF/PM1)	\$98,396	
Firefighter (FF4)	\$94,459	
Firefighter (FF3)	\$90,682	
Firefighter (FF2)	\$87,054	
Firefighter (FF1)	\$83,571	
Firefighter Recruit	\$80,230	
Fleet and Facilities	Rank + 5%***	
EMS Coordinator	Rank + 5%***	
Training Officer	Rank + 5%***	
EMS Educator	Rank + 5%***	
Deputy Fire Marshal	\$115,663 - \$130,105	
CRR Coordinator	\$98,396 - \$111,215	
Director of Administration	\$130,105	
Accreditation Manager	\$115,663	
Admin Assistant	\$60,000	
Bookkeeper (PT)	\$50,000	
Fire Technician (PT)	\$45,000	

\*= Fire Chief's salary determined by the BOD

\*\*= Non-primary paramedic = \$2,500/annually

\*\*\*= 5% administrative assignment differential